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Recruitment and Retention  
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SC Department of Labor, Licensing and Regulation  
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**STATE DOCUMENTS**

## **Introduction and Problem Statement**

South Carolina Department of Labor, Licensing and Regulation Office of Occupational Safety and Health is unable to retain many employees for a sufficient amount of time to recapture the investment made in employee training. In addition, it has become difficult to recruit an adequate number of applicants with the appropriate position qualifications. Without qualified and sufficient staffing, it is increasingly more difficult to assure safe and healthful working conditions for employees and employers in South Carolina.

The data collected included a stay survey of current employees, salary study for similar job classifications in South Carolina and turnover rates for the agency. Additional data was collected to determine the cost of training and past inspection history. The goal of the data is to determine the actual cost of turnover and develop of method for reducing turnover. Also, we hope to identify the break even point on our investment. This will help us determine the impact on our external and internal customers.

The Office of Occupational Safety and Health Administration (OSHA) is comprised of the Office of Enforcement, Office of Voluntary Programs, OSHA Standards, and Office of OSH Statistics. The Office of Enforcement conducts inspections to ensure compliance with the state Occupational Safety and Health Act and may issue citations and penalties in cases of noncompliance. The Office of Voluntary Programs offers courtesy inspections, technical assistance and training programs to employers seeking voluntary compliance with the state Occupational Safety and Health Act. Services from the Office of Voluntary Programs are free to employers upon request. The OSHA Standards office assists employers in interpreting OSHA standards and

recordkeeping procedures. The Office of OSH Statistics administers the Bureau of Labor Statistics (BLS) Occupational Injuries and Illnesses Survey and the Census of Fatal Occupational Injuries program.

### **Data Collection**

Over the last five years, South Carolina OSHA has experienced a turnover of employees in technical positions. The positions in question are in the OSHA Officer and Environmental Health Manager classifications. Between January 1, 2005 and June 30, 2008, fifteen (15) employees in the two classifications have left employment within the OSHA program. This is a turnover rate of thirty nine percent (39%). The turnover rate is three times the agency turnover rate for FY 2005 thru FY 2007, which was 11.28%, 13.81% and 10.98% respectively. Some experts suggest that the average cost of turnover is approximately 150% of the salary of the employee who separates (OHR Podcast, September 17, 2008). Using that approximation, turnover has cost the Office of OSHA \$787,500 over the past three years. Eighteen of the twenty-six employees hired from November 2005 until present day are still employed with the program.

After establishing our issue with turnover, we began to focus on the cost of training. The complete training program lasts for two years. The first year is dedicated to developing the employee's knowledge of OSHA standards, policies and procedures. A new employee will work solely with a senior compliance officer during this time. The new employee will accompany a senior compliance officer on inspections to learn techniques to identify hazards and report writing procedures. The average cost to train an OSHA Officer is \$100,110 and an Environmental Health Manager is \$112,790. The cost

of training includes employee salary, portion of supervisor salary, fringe benefits, travel expenses and training classes (Appendix A).

Next, the focus turned to our inspection history. The goal was to determine the impact of how turnover has affected the number of inspections for enforcement. Enforcement is the most important tool used to ensure employer compliance with the South Carolina Occupational Safety and Health Act. The number of inspections has a direct impact on our customers. The data was analyzed from FY 2005 thru FY 2008. The total number of inspections in these years was 1540, 1436, 1655, and 1608 respectively. The trend directly reflects the years when we had low staffing numbers. A quest began in FY 2006 to fill all our vacant positions.

**Number of Yearly Inspections**

FY 2005	1,540
FY 2006	1,436
FY 2007	1,655
FY 2008	1,608
Total	6,239

An evaluation of programmed and unprogrammed inspections was conducted after reviewing the total numbers. Programmed inspections are inspections of work sites which have been scheduled based upon objective or neutral selection criteria. BLS data of high hazard industries is used to determine the work sites to target for programmed inspections. Unprogrammed inspections are inspections scheduled in response to alleged hazardous working conditions that have been identified at a specific work site. This includes imminent dangers, fatalities/catastrophes, accidents, employee complaints, referrals, follow-up inspections and monitoring inspections. Unprogrammed inspections are higher on the inspection priority list and are conducted first. In FY 2006, complaints

totaled 15.6% of the inspections. This is higher compared to other years. This data indicates that compliance officers were conducting more unprogrammed inspections than normal. At times in FY 2006, only thirteen (13) compliance officers were conducting inspections. Again the program calls for twenty seven (27) compliance officers in enforcement (FR 51:2481-82; RIN: 1218 –AC30).

The main goal for OSHA is to reduce work related injuries and illnesses and fatalities. The programmed inspections are designed to target high hazard industries in order to reduce work related injury and illnesses. In order to accomplish this goal, South Carolina OSHA targets high hazard industries. The process is referred to as programmed inspections. In FY 2007, there was an increase in programmed inspections. There were 1,220 programmed inspections conducted during this time period. Construction inspections were up during this time. There was a corresponding increase in the number of compliance officers conducting construction inspections from four to six. The construction presence was increased due to an increase of work related fatalities from falls in construction the previous years. Not only has there been a reduction in fatalities for FY 2008, there were only three fatalities from falls in construction. Safety compliance for general industry has remained steady the last three years after a reduction in FY 2005. The health compliance area inspection numbers vary from year to year. This data indicates that staffing has not been stable in this group the last four years. To be fully staffed, health compliance requires ten compliance officers (FR 51:2481-82; RIN: 1218 –AC30) and at times during this period, there were only three compliance officers conducting inspections.

The actual cost per inspection was the next arena to place to investigate. The cost per inspection was taken from expenditures divided by the number of inspections (Appendix C). The average cost for a safety compliance inspection was \$886.29 and the cost for a health compliance inspection was \$3,710.47 for FY 2005 thru FY 2008. Safety compliance experienced an increase in costs in FY 2008 to \$1,128.77 per inspection. At times during FY 2008, there were five employees in training which drove up the costs for safety compliance inspections. Health compliance had a spike in inspection costs to \$5,089.62 per inspection in FY 2007. Four health compliance officers were in training during FY 2007. The increase in expended funds is in direct relationship to our goal of staffing all positions.

A survey of current employees was conducted to determine their reason for staying with the organization. Survey Monkey was used to conduct this particular survey. The survey was opened to all OSHA Officers, Environmental Health Managers and Program Coordinators (supervisors). Thirty-three staff members participated in the survey. Seventy-two percent (72%) surveyed stated that they were proud to belong to this organization. The majority surveyed indicated that the training is acceptable for new hires and experienced staff. Also, ninety percent (90%) agreed that expectations for job performance and behaviors are clearly communicated. The survey did uncover some disconnects. Employees do not have trust in upper management, but they believe in their immediate supervisor. Upper management consists of an Administrator and two Program Managers. Also, an overwhelming majority believes their pay does not match their job performance or compared to other jobs that require the same skills.

After reviewing the survey data, employee salaries were taken into consideration. In FY 2006, South Carolina OSHA petitioned the State Office of Human Resources to hire employees in these critical positions above the minimum pay for this band. OSHA Officer I pay would be approximately 20% above the minimum and Environmental Health Manager I would be 10% above the minimum. This is a significant increase for new hires and a progression pay increase was instituted as well (Appendix D). Also, in FY 2008 a salary study was conducted by Human Resources for all OSHA employees. Some pay increases were given based upon other state employees in the same classifications with similar years of experience. Using Employment Security data, the occupation title that describes the compliance officers is Occupational Health and Safety Specialist (Appendix B). As of May 2007, the last available data, the mean annual salary for this occupation is \$48,230 for the State of South Carolina. Using the current pay system, the salary will be \$40,524 for an OSHA Officer and \$44,576 for an Environmental Health Manager after five years of service. This is comparable to the state mean salary for this occupation.

The selection of the appropriate candidate is just as important as retaining one. During the last three years, the Office of OSHA has selected candidates that did not remain with the program for the entire training period. Eight out of the twenty-six hired did not stay with the program for the two year training for a rate of 31%. Three left to continue a career in occupational safety and health. Four left for employment not related to safety and health and one was not retained for human resource issues. The selection criteria for interviewing applicants have been established over years with assistance from the Office of Human Resources. The interview is the critical point in the hiring process.

This is moment to discuss the candidate's skills, abilities and long range goals.

Applicants are skilled to sell themselves in an interview. The interviewer should not only be able to identify a candidate with the necessary skills and ability, but also one that is more likely to stay with the program

### **Data Analysis and Implementation**

Most of the new hires do not have any experience with occupational safety and health. They are placed in a year long training program. During this time, a new hire does not produce any inspections numbers for the program. Employees gain valuable knowledge and experience during this year. After the first year, they begin to conduct inspections on their own. At this point in their job history, we begin to have a problem with turnover. After gaining the knowledge, employees begin to leave the program. A majority of the employees that leave the program continue to work in the occupational safety and health field. Employers are able to hire qualified employees without paying the training cost. Therefore, the first possible action would be to implement an employment agreement for new hires. The agreement would not affect anyone in their probationary period. The agreement would require employees that leave the program between years one and four to reimburse the state for the cost of formal training classes up to a specified amount. This course of action will reduce the full cost of training from the OSHA budget.

Next, the overall training program must be evaluated. The training program for new hires was evaluated four years ago. Training is a constant work in progress. A team of experienced staff must be formed to evaluate the training process. The team should develop an updated training plan along with recommendations. Also, the team should explore the possibility of providing experienced staff members the opportunity to become



Certified Safety Professionals (CSP) or Certified Industrial Hygienists (CIH). South Carolina OSHA does not have anyone on staff that is certified in safety and health. Options should be explored to assist employees in reaching certification. Of course, there should be some type of employment agreement if the agency pays for the certification process. This should only be offered to employees that have been with the program at least five years. Developing a plan to assist in the certification process for compliance officers would take a joint effort from the Office of OSHA, Budget Office and Human Resources to make this possible.

As managers and supervisors, we must select the best possible candidate for the position. The selection criteria should be reviewed to verify the candidate is a good fit for the program. Also, training must be conducted for supervisors on how to conduct an interview. Additionally, supervisors need training for managing across generations. As we continue to hire employees, we are developing a generational mix to the area.

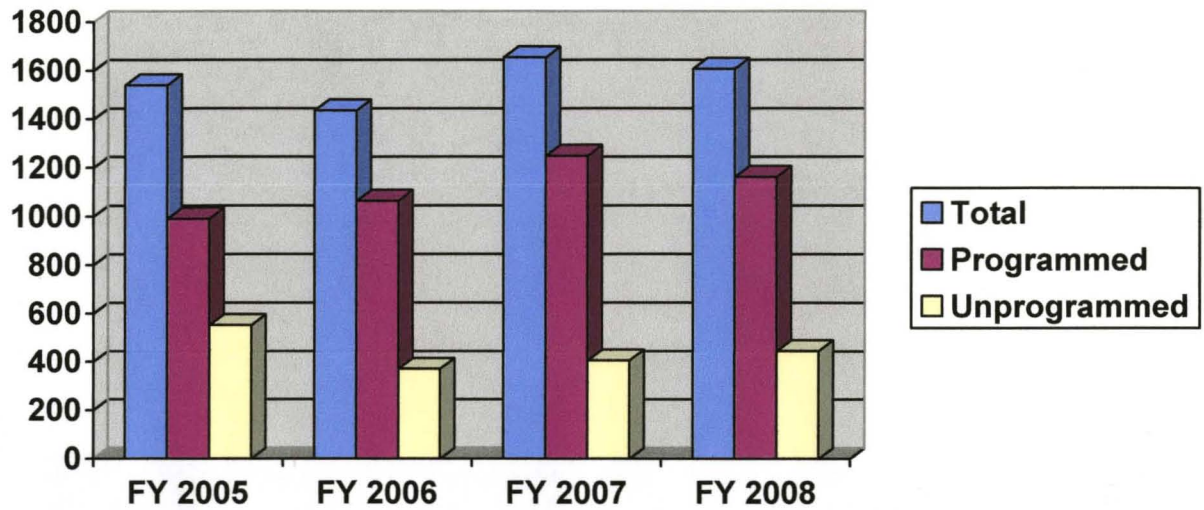
Salary structure for the program is constantly being reviewed. Salaries are based largely on the budget. South Carolina OSHA salaries were reviewed in July 2008. The improvements of salaries over the last three years make the program comparable with other states and similar occupations in our state.

The inspection data is the true indicator of efforts to retain employees. There is an increase in inspections when employees are retained. As employees are being retained, we will see a reduction in cost for turnover costs, new hire training costs and per inspection costs. By reducing the turnover in half, the agency would save \$350,000 over a four year period.

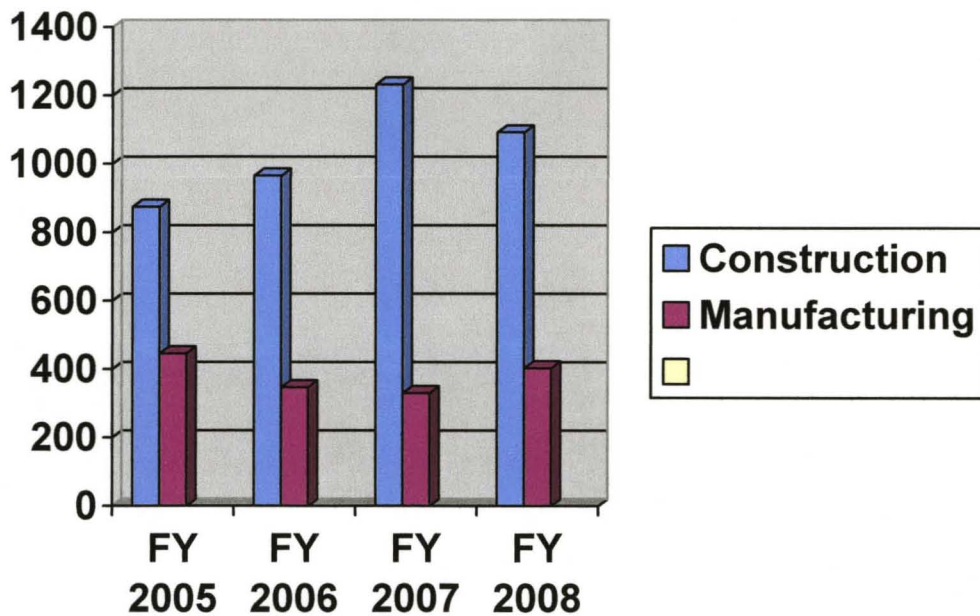
There are some advantages to being a compliance officer with the OSHA program. Currently, compliance officers work from their homes when they are not on a worksite. Compliance officers come into the office to turn in paperwork and when assigned for training or meetings. Also, compliance officers are on a flexible work schedule. Compliance officers are given an assignment at the beginning of the week. Most of the time, the compliance officer has complete control of their work schedule for the week. With travel and on site time, compliance officers have completed the required 37.5 hour work week by Friday morning. These are major incentives for being a compliance officer with OSHA.

In order to recruit and retain employees, the Office of OSHA should focus on training for employees and encourage specialization in safety and health. Supervisors and managers must be trained on how to select the best possible candidate. The agency should explore the employment agreement option. With a qualified and sufficient staff, OSHA will assure safe and healthful working conditions for employees and employers in South Carolina.

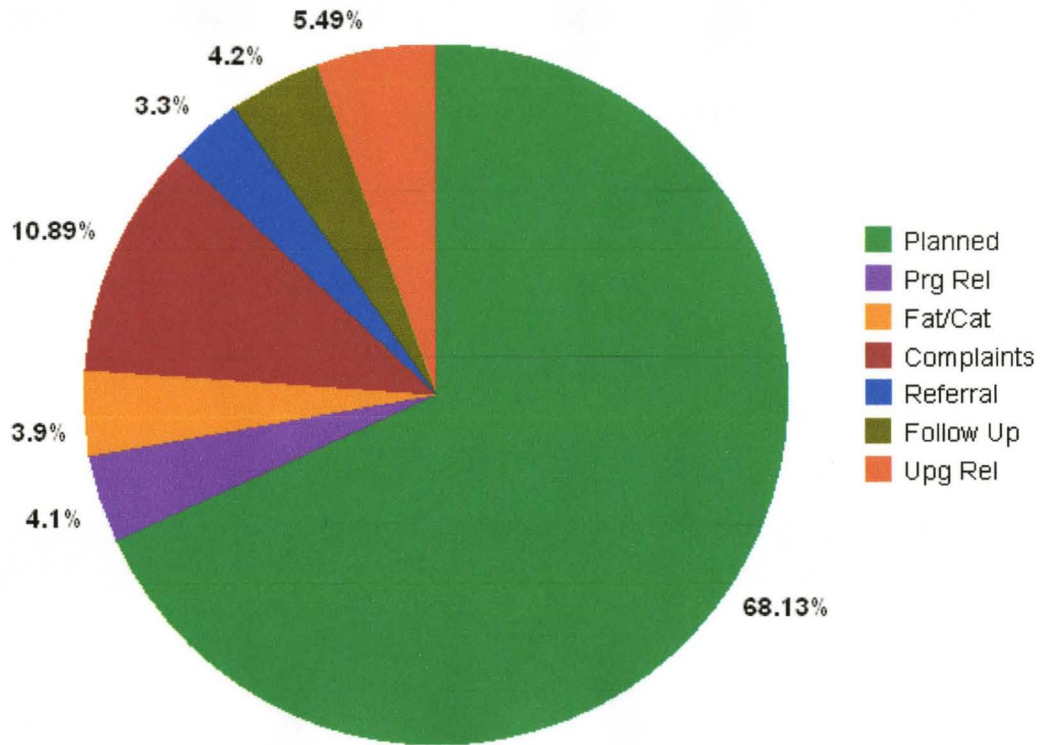
## INSPECTION TOTALS



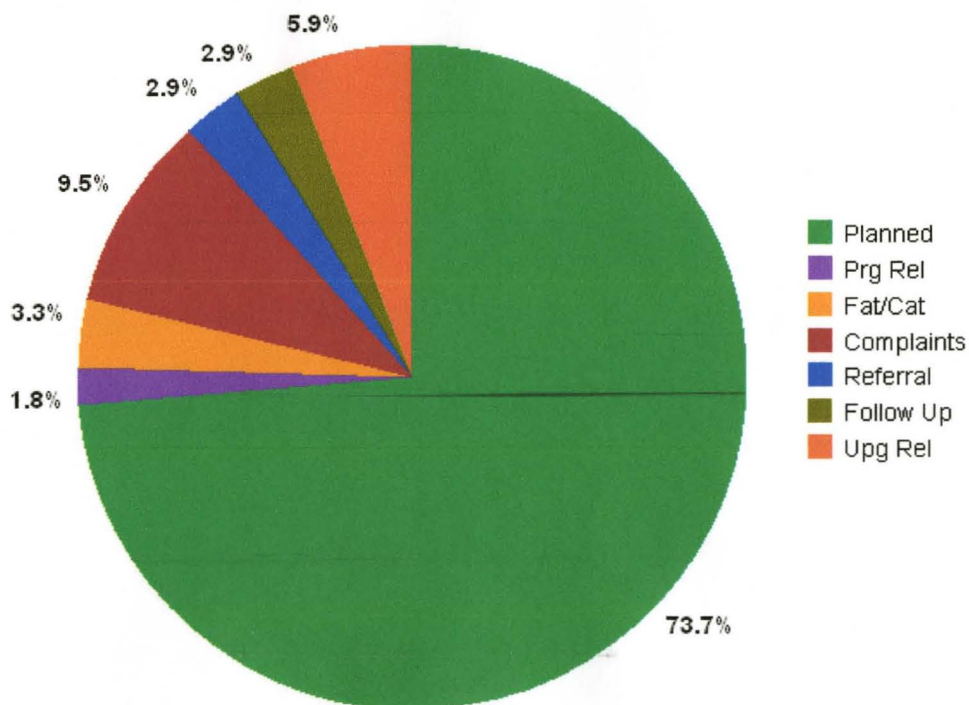
## CONSTRUCTION VS. MANUFACTURING



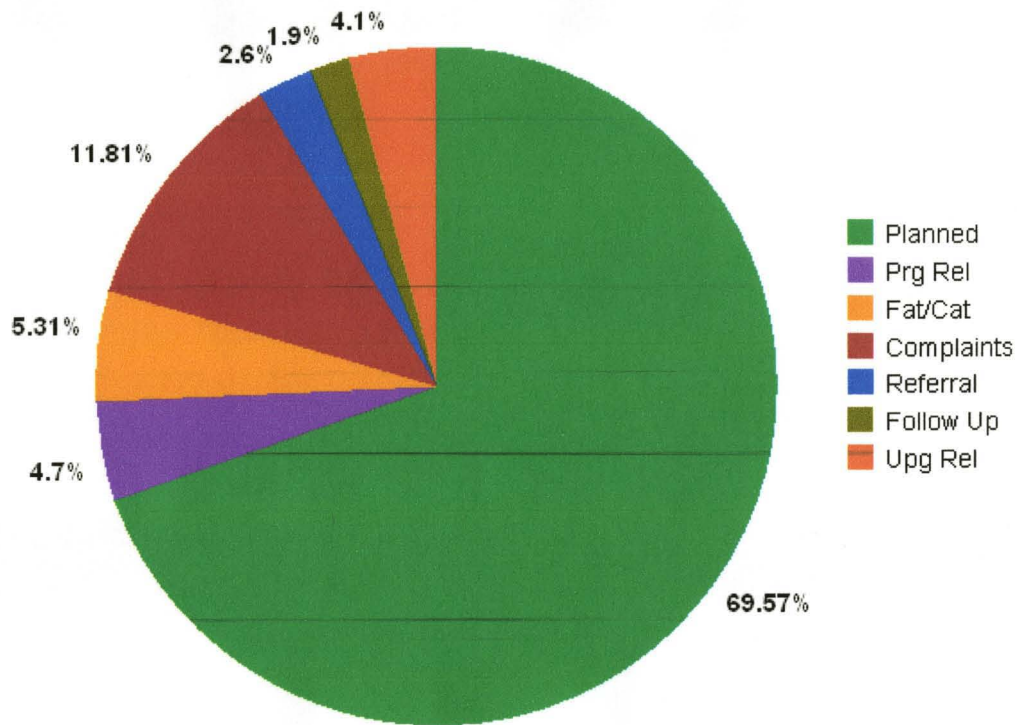
INSPECTION DATA FY 2008



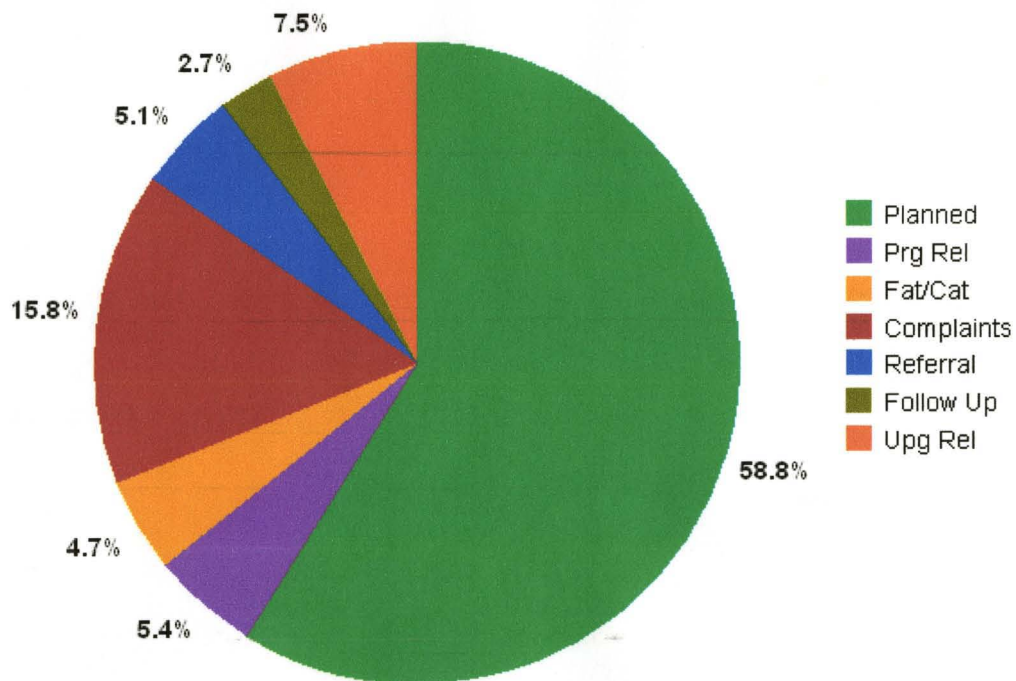
INSPECTION DATA FY 2007



INSPECTION DATA 2006



INSPECTION DATA FY 2005



# Appendix A

**Safety**

Tamara	25,281.66	25,281.66	
Dan	27,229.40	27,229.40	
Hub	4,600.60	4,600.60	
Subtotal	57,111.66	57,111.66	
Fringe	15,991.26	15,991.26	
Travel	5,966.00	6,541.00	
Travel	10,754.00	10,754.00	
Misc.	10,000.00	10,000.00	
	99,822.92	100,397.92	200,220.85
			100,110.42

**Health**

Jackie	32,011.00	32,012.00	
Keith	32,012.00	32,012.00	
Perry	5,138.00	5,138.00	
Subtotal	69,161.00	69,162.00	
Fringe	19,365.08	19,365.36	
Travel	4,842.00	7,649.00	
Travel	5,259.00	10,777.00	
Misc	10,000.00	10,000.00	
Total	108,627.08	116,953.36	225,580.44
			112,790.22

# Appendix B



# May 2007 South Carolina Occupational Employment and Wage Estimates

Occupation Code	Occupation Title (click on the occupation title to view an occupational profile)	Employment (1)	Wage Estimates			
			Median Hourly	Mean Hourly	Mean Annual (2)	Mean RSE (3)
17-2111	<a href="#">Health and Safety Engineers, Except Mining Safety Engineers and Inspectors</a>	740	\$34.76	\$34.21	\$71,150	2.90%
13-1041	<a href="#">Compliance Officers, Except Agriculture, Construction, Health and Safety, and Transportation</a>	2,780	\$19.32	\$22.64	\$47,090	3.20%
19-2041	<a href="#">Environmental Scientists and Specialists, Including Health</a>	480	\$20.79	\$23.19	\$48,230	4.00%
19-4091	<a href="#">Environmental Science and Protection Technicians, Including Health</a>	700	\$25.75	\$22.13	\$46,030	6.90%
29-9011	<a href="#">Occupational Health and Safety Specialists</a>	1,140	\$20.96	\$23.16	\$48,160	3.30%
29-9012	<a href="#">Occupational Health and Safety Technicians</a>	180	\$18.38	\$19.40	\$40,350	4.10%
45-2011	<a href="#">Agricultural Inspectors</a>	160	\$17.19	\$17.22	\$35,810	1.30%
47-4011	<a href="#">Construction and Building Inspectors</a>	1,170	\$19.48	\$21.35	\$44,410	6.00%
53-6051	<a href="#">Transportation Inspectors</a>	140	\$29.11	\$30.82	\$64,110	7.00%

(1) Estimates for detailed occupations do not sum to the totals because the totals include occupations not shown separately. Estimates do not include self-employed workers.

(2) Annual wages have been calculated by multiplying the hourly mean wage by a "year-round, full-time" hours figure of 2,080 hours; for those occupations where there is not an hourly mean wage published, the annual wage has been directly calculated from the reported survey data.

(3) The relative standard error (RSE) is a measure of the reliability of a survey statistic. The smaller the relative standard error, the more precise the estimate.

# Appendix C

Inspection Cost Safety	FY05 1330	FY06 1267	FY07 1477	FY08 1235	4 Year Avg.	
Total Safety Exp	1,008,512.97	1,062,358.66	1,210,586.63	1,394,025.33		
0866 1001	406,875.60	430,451.39	490,717.19	570,244.90		
0866 5109	406,876.26	430,451.56	490,649.22	568,462.06		
F866 1001	97,380.56	100,727.90	114,610.23	127,659.23		
F866 5109	97,380.55	100,727.81	114,609.99	127,659.14		
Cost per Insp.	758.28	838.48	819.63	1,128.77	3,545.15	886.29

Inspection Cost Health	FY05 211	FY06 163	FY07 139	FY08 247		
Total Health Exp	627,091.91	551,734.95	707,457.19	838,658.41		
0867 1001	261,896.24	226,256.34	294,607.57	348,944.53		
0867 5109	261,896.68	226,256.06	286,097.87	348,981.77		
F867 1001	51,650.54	49,611.28	63,375.99	70,367.03		
F867 5109	51,648.45	49,611.27	63,375.76	70,365.08		
Cost per Insp.	2,972.00	3,384.88	5,089.62	3,395.38	14,841.87	3,710.47

**Proposed Salary for SC OSHA Inspectors as of 7/01/08**

	<b><u>Safety</u></b>	<b><u>Health</u></b>
<b>Entry Level</b>	<b>\$ 30,002 (base 4 + ~20%)</b>	<b>\$ 33,301 (base 5 + 10%)</b>
<b>CO/IH II (2 years)</b>	<b>(base 5 + 15%)</b>	<b>(base 6 + 10%)</b>
<b>CO/IH III (5 years)</b>	<b>(base 6 +10%)</b>	<b>( +10%)</b>
<b>at 10 years</b>	<b>( + 10%)</b>	<b>( + 10%)</b>
<b>at 15 years</b>	<b>( + 10%)</b>	<b>( + 10 %)</b>
<b>at 20 years</b>	<b>( +5%)</b>	<b>( + 5%)</b>
<b>at 25 years</b>	<b>( + 5%)</b>	<b>( + 5%)</b>

# Stay Survey

## CPM Project

1. Employees are proud to belong to this organization.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
Choose One	9.1% (3)	63.6% (21)	27.3% (9)	0.0% (0)	0.0% (0)	2.18	33
						Comment	6
						<i>answered question</i>	33
						<i>skipped question</i>	0

2. This organization does a good job in retaining essential employees.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
Choose One	0.0% (0)	9.1% (3)	21.2% (7)	42.4% (14)	27.3% (9)	3.88	33
						Comment	10
						<i>answered question</i>	33
						<i>skipped question</i>	0

3. You would recommend that a friend seek employment with this organization.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
Choose One	6.1% (2)	48.5% (16)	36.4% (12)	9.1% (3)	0.0% (0)	2.48	33
						Comment	6
						<i>answered question</i>	33
						<i>skipped question</i>	0

**4. This organization is committed to the growth and development of its employees.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	6.1% (2)	39.4% (13)	21.2% (7)	24.2% (8)	9.1% (3)	2.91	33
						Comment	7
						<i>answered question</i>	33
						<i>skipped question</i>	0

**5. You are proud to say you work for this organization.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	27.3% (9)	63.6% (21)	9.1% (3)	0.0% (0)	0.0% (0)	1.82	33
						Comment	6
						<i>answered question</i>	33
						<i>skipped question</i>	0

**6. You would not quit your job here and go to work for another organization if the only difference was a moderate increase in pay.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	3.0% (1)	42.4% (14)	27.3% (9)	21.2% (7)	6.1% (2)	2.85	33
						Comment	6
						<i>answered question</i>	33
						<i>skipped question</i>	0

**7. There is a clear connection between your job performance and your compensation.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	0.0% (0)	21.2% (7)	15.2% (5)	30.3% (10)	33.3% (11)	3.76	33
						Comment	11
						<i>answered question</i>	33
						<i>skipped question</i>	0

**8. You understand the OSHA's career path plan.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	3.0% (1)	48.5% (16)	30.3% (10)	18.2% (6)	0.0% (0)	2.64	33
						Comment	7
						<i>answered question</i>	33
						<i>skipped question</i>	0

**9. New employees are provided the training necessary to perform their job.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	6.1% (2)	63.6% (21)	12.1% (4)	15.2% (5)	3.0% (1)	2.45	33
						Comment	8
						<i>answered question</i>	33
						<i>skipped question</i>	0



**10. The OSHA training program for employees is adequate.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	6.1% (2)	51.5% (17)	27.3% (9)	9.1% (3)	6.1% (2)	2.58	33
						Comment	6
						<b>answered question</b>	<b>33</b>
						<b>skipped question</b>	<b>0</b>

**11. When you were first hired, you felt that your skills and experiences made you a good fit for the job.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	6.1% (2)	78.8% (26)	15.2% (5)	0.0% (0)	0.0% (0)	2.09	33
						Comment	3
						<b>answered question</b>	<b>33</b>
						<b>skipped question</b>	<b>0</b>

**12. You are encouraged to attend programs/courses that increase your skills.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	21.2% (7)	63.6% (21)	3.0% (1)	9.1% (3)	3.0% (1)	2.09	33
						Comment	3
						<b>answered question</b>	<b>33</b>
						<b>skipped question</b>	<b>0</b>

**13. You have sufficient opportunity to attend educational/training programs.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	15.2% (5)	57.6% (19)	15.2% (5)	6.1% (2)	6.1% (2)	2.30	33
						Comment	3
						<i>answered question</i>	33
						<i>skipped question</i>	0

**14. On-the-job training experiences adequately prepared you for the job.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	9.1% (3)	75.8% (25)	9.1% (3)	3.0% (1)	3.0% (1)	2.15	33
						Comment	4
						<i>answered question</i>	33
						<i>skipped question</i>	0

**15. Employees trust upper management.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	3.0% (1)	24.2% (8)	30.3% (10)	21.2% (7)	21.2% (7)	3.33	33
						Comment	7
						<i>answered question</i>	33
						<i>skipped question</i>	0

**16. Your supervisor has confidence and trust in you.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	36.4% (12)	60.6% (20)	0.0% (0)	3.0% (1)	0.0% (0)	1.70	33
						Comment	1
						<b>answered question</b>	<b>33</b>
						<b>skipped question</b>	<b>0</b>

**17. You are satisfied with the amount of control you have over your job.(Assignments, Inspections, Report Writing, Issuing Citations, Training, etc.)**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	21.2% (7)	69.7% (23)	9.1% (3)	0.0% (0)	0.0% (0)	1.88	33
						Comment	3
						<b>answered question</b>	<b>33</b>
						<b>skipped question</b>	<b>0</b>

**18. You are satisfied with the pay for your job, compared with other jobs in the community, which require the same skills.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	6.1% (2)	6.1% (2)	9.1% (3)	48.5% (16)	30.3% (10)	3.91	33
						Comment	10
						<b>answered question</b>	<b>33</b>
						<b>skipped question</b>	<b>0</b>

19. You are satisfied with your job.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
Choose One	12.1% (4)	69.7% (23)	9.1% (3)	9.1% (3)	0.0% (0)	2.15	33
						Comment	8
						<i>answered question</i>	33
						<i>skipped question</i>	0

20. Expectations for job performance and behaviors are clearly communicated.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
Choose One	18.2% (6)	72.7% (24)	6.1% (2)	3.0% (1)	0.0% (0)	1.94	33
						Comment	4
						<i>answered question</i>	33
						<i>skipped question</i>	0

21. The performance-appraisal process does a good job of measuring job performance.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
Choose One	0.0% (0)	45.5% (15)	30.3% (10)	12.1% (4)	12.1% (4)	2.91	33
						Comment	4
						<i>answered question</i>	33
						<i>skipped question</i>	0

**22. Your supervisor gives feedback that is focused on behavior, rather than on the individual.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	24.2% (8)	45.5% (15)	21.2% (7)	9.1% (3)	0.0% (0)	2.15	33
						Comment	2
						<i>answered question</i>	33
						<i>skipped question</i>	0



**23. Employees are routinely acknowledged for a job well done.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	6.1% (2)	54.5% (18)	12.1% (4)	12.1% (4)	15.2% (5)	2.76	33
						Comment	6
						<i>answered question</i>	33
						<i>skipped question</i>	0

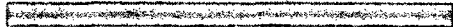

**24. Employees know how their role relates to specific goals, objectives and the overall mission.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Rating Average</b>	<b>Response Count</b>
Choose One	12.1% (4)	54.5% (18)	21.2% (7)	9.1% (3)	3.0% (1)	2.36	33
						Comment	1
						<i>answered question</i>	33
						<i>skipped question</i>	0

**25. Choose the range that describes your years of service.**

		<b>Response Percent</b>	<b>Response Count</b>
0 - 2		21.2%	7
3 - 5		6.1%	2
6 - 10		24.2%	8
11 - 15		18.2%	6
16+		30.3%	10
<b>answered question</b>			<b>33</b>
<b>skipped question</b>			<b>0</b>

**26. Which area do you work?**

		<b>Response Percent</b>	<b>Response Count</b>
Enforcement		71.0%	22
Voluntary Programs		29.0%	9
<b>answered question</b>			<b>31</b>
<b>skipped question</b>			<b>2</b>

# Employment Agreement

**LETTER OF UNDERSTANDING ON TRAINING BETWEEN  
SC DEPARTMENT OF LABOR, LICENSING AND REGULATION,  
DIVISION OF OCCUPATIONAL SAFETY & HEALTH  
AND**

\_\_\_\_\_, EMPLOYEE

The Division of Occupational Safety & Health of the SC Department of Labor, Licensing and Regulation (hereafter referred to as the "Agency") and \_\_\_\_\_ (hereafter referred to as the "Employee") do hereby make and enter into this mutual agreement as specified below:

1. The Agency has tendered an employment offer to Employee to work in the classification of OSHA Officer or Environmental Health Manager;
2. The Employee understands and agrees that by accepting the employment offer of the Agency that Employee will be required to attend and complete extensive, specialized, and expensive training courses to be provided by the Agency. Much of the training provided by the Agency will be conducted at the OSHA Training Institute in Chicago, Illinois;
3. In recognition of the investment by Agency in Employee for the costs of providing such training, the Employee agrees that if Employee leaves the employ of the Agency for any reason, other than reorganization or restructuring, during the first four (4) years of employment, the Employee shall reimburse Agency the costs of training Employee incurred by Agency up to the date the Employee leaves the employ of the Agency, not to exceed Fifteen Thousand Dollars (\$15,000.00) calculated on a pro rata basis;
4. The requirements of paragraph 3 above may be waived by Agency if Employee, prior to terminating the employment relationship, provides Agency with compelling circumstances causing the Employee to terminate the employment relationship prior to the end of the 4-year period;
5. To the extent any provision of this agreement shall be invalid or unenforceable, it shall be considered deleted herefrom and the remainder of such provision and of this agreement shall be unaffected and shall continue in full force and effect; and
6. This agreement is made under and shall be governed by and construed in accordance with the laws of the State of South Carolina.



IN WITNESS WHEREOF, Agency and Employee have executed this agreement  
as of the date set forth below.

\_\_\_\_\_  
**AGENCY APPOINTING AUTHORITY  
OR DESIGNEE**

\_\_\_\_\_  
**EMPLOYEE**

\_\_\_\_\_  
**DATE**

\_\_\_\_\_  
**DATE**

STATE OF SOUTH CAROLINA

Sworn to and subscribed before me on this \_\_\_\_\_ day of \_\_\_\_\_,  
20\_\_\_\_.

\_\_\_\_\_  
NOTARY PUBLIC